INDEX

Academic qualifications 227
Action plans 110
Adaptive contingency models 10–21
Advanced industrial countries 49–50
Air Transport Users Council 129
Airline Deregulation Act 1978 126
Airline industry 123–45
  Air Operators Certificate 137–8
  airport charges 139
  airport facilities 138
  barriers to entry
    post-deregulation 126–8
    pre-deregulation 126
  buyer power 128–31
    Europe 131
    factors causing increase in 130
    post-deregulation 129
    pre-deregulation 128–9
    United States 129–31
changes in travel patterns 133
commission payments to agents 130
comparison between air and rail fares 135
comparison between TGV services and competing air services 135
competitive strategies 126
computer reservation systems (CRS) 129, 138–9
convenience of schedule 134
corporate buyers 128
factors influencing choice between high-speed train and aircraft 133
factors influencing choice of airline 131
fare structures on selected routes 132
fuel supplies 139–40
individual buyers 128
journey times 133–4
new entrants between 1978 and 1993 127
price factor 135
rivalry levels 141–3
structural changes 143
supplier power 135–41
    licences 136–8
    post-deregulation 136
    pre-deregulation 136
  take-off and landing slots 140–1
  threat of substitutes
    post-deregulation 132–3
    pre-deregulation 131–2
American Association of Colleges and Schools of Business (AACSB) 4
Assessment centres 175
ATISIA 269
Automotive markets 114

Behavioural sciences 24–5
Benchlearning 151
Benchmarking 30, 84, 147–55

Benchmarking (*cont.*)
and efficiency 149–52
and leadership 154
as strategic and operative instrument 152
do's and don'ts in 152–4
effectiveness of 147
human resource management 204–6
psychosocial effect 151
Brainstorming sessions 26
British Heart Foundation 248
Business environment dynamics 99
Business growth training 101
Business strategy and military strategy 108, 110–12
Business success factors 117
Buying decisions 232

Chance and luck in strategic management 25
Change, management of 25
Change strategies, research methods 282–3
Chaos theory 25
Citizen's Charter 246
Civil Aviation Authority (CAA) 137
Civil Service 246
Cognitive science 24
Commonwealth of Independent States (CIS) 47
Communication skills 25
Communications systems 110
Competency assessment 174, 176–82
strategic approach 180–2
Competency chain analysis 29
Competition
and economic warfare 107–22
see also Management by war
Competitive advantage 27
building 241–3
sources of 236
Competitive data gathering 79–81
Competitive environment 245
Competitive intelligence (CI) 71–90
as core capability 86–7
defining events in evolution 78–9
establishment of courses 79
evolutionary stages 76–9
for strategic decision making 84–6
historical development 73
information processing in 86
information systems in 85
leading-edge firms 85, 86
leading-edge operation 82
literature explosion 83, 85–6
management of 75, 86
methodology of 74–6
multinational firm 86–7
parallel process 87
rise of 73–6
skills development 82
spy image in 82
systems 28
technological 85
vacuum cleaner approach 81
Competitive intelligence programs (CIP) 72–3, 82–3
Competitive Intelligence Review (CIR) 79, 86
Competitive market analysis 17
Competitive Strategy 78
Competitive strategy
airline industry 126
and deregulation 123–45
Competitive tendering process (CCT) 253–4
Competitiveness test 74
Competitor analysis 81–3
case history 221–43
industry mapping in 224–9
information collection 237–41
outline approach 222–4
primary research undertaken 240
profiling 232–7
Competitor–client relationships 232

Competitor database 241
Competitors
  business definition 237
  direct contact with 240–1
  profiling 232–7
  relationship between 112
  types of 113
Computer information systems 27–8
Computer reservation system (CRS) 129, 138–9
Concept development cost 232
Conceptual structures 17
Confederation of British Industry (CBI) 248
Consultancy industry 226
Contingency models 15
Contingency processes 3
Contingency theory 6, 24
Coronary heart disease (CHD) 248
Corporate culture, audit of 182–6
Corporate strategy and human resource management 158–9
Corporate structure 22, 25
Creative thinking 174
Creativity, simulation 25–6
Crisis management 25
Critical success factors (CSFs) 236
Culture change
  measurements of 283
  methods used to study 289–98
  operational framework for diagnosis 286
  phenomenological methods 292
  qualitative measurement 283
  quantitative measurement 283–4
  relevant population 301–2
  research methods 282–7
  use of retrospective data 298–9
Culture profiles 299–301

Daily log 290–2
Data analysis 305–10
  constructing typologies 306
  convergence 307
  field notes 306
  guiding propositions 306–7
  validating and verifying results 307–9
Data collection 310
Data processing systems 27
Database systems 27
  competitor 241
Decision-making 9, 22, 76
  competitive intelligence in 84–6
  model 17
Decision-support systems 27
Demographic paradigm 98
Department of Employment 101
Dependency diagram 15, 19
Deregulation
  and competitive strategy 123–45
  process of 123–5
Development services 226
Distance learning 173, 228–9

Economic multipolarity 46
Economic warfare and competition 107–22
Efficiency
  and benchmarking 149–52
  as measure of success 148–9
  definition 148
Efficiency matrix 148
Energy sources 59–60
Enterprise-wide strategy 2, 23
Environmental forces 246
Environmental issues and human resources 163–6
Environmental paradigm 98
Environmental turbulence and strategic management 166–8
Ethnographic research 290
Ethnography technique 290
Ethnomethodology technique 290
European Community (EC) 48
European Foundation for Quality Management (EFQM) 198–200
European Union 125
Executive information systems 27
Exit interviews, costs of 209
Expert systems 17

Failure, factors in small firms. *See* Small firms
Federation of Air Transport User Representatives in the European Community (FATUREC) 129
Feedback from clients 241
Feedback from participants 308–9
Feindbild 112–16
  combination with strategic networking 121
  impact on business profitability and innovation success 116–18
  positive aspects of 120–1
  self-created attitude 120
  traps in use of 118–21
Female entrepreneurs, success criteria 93–4
Field notes, reading and coding 306
Financial Management Initiative (FMI) 246
Futures Group 84

Global environment *circa* AD 2015 43–69
  arrangement of nations 54
  categories of nations 49–53
  new nations 47–8
  trends 53–62
Global population 54–5
Grounded theory 287
Group dynamics 25

Harbridge Consulting Group Ltd 168, 221
HELICON Group 85
Human resource management 197–220, 247
  and corporate strategy 158–9
  benchmarking 204–6
  effectiveness criteria 207–15
  installing effective measurement system 217
  linking performance indicators with organizational effectiveness 215–17
  performance assessment 213
  performance indicators 202, 210
  performance measurements 203–6
  practices 201–2
Human resources
  and corporate plans 159–60
  and environmental issues 163–6
  relating to external environment 162–6
  results of comprehensive audit 193–4
  strategic audit 157–95
  strategic elements 157

Ibbs Report 246
Improvisation 25
Incremental prototyping 15
Individual development needs assessment 174–5
Industrial countries 51–2
Industrialization, progress and potential in 46
Industry definition 226
Industry mapping
  block diagram 224–5
  findings from 230–1
  in competitor analysis 224–9
  interpretation of 230–1
Information collection
  competitor analysis 237–41
  discipline of 236
Information processing in competitive intelligence (CI) 86
Information systems 19, 22, 25, 27
Information systems, in competitive intelligence (CI) 85
Integrated systems context perspective 22
Integrative enterprise management 5
Interdependence among world's nations 55–7

International Air Transport Association (IATA) 138
International Civil Aviation Organisation (ICAO) 136–7
Interviews 283
  conduct of 295
  ethnographic 293–4
  focus group 294–6

Janssen Pharmaceutica 206
Job stress 247–9

Kaizen 152
Keinbaum 116
Knowledge-based systems 15, 17, 19–21

Leadership and benchmarking 154
  as art 147
  dichotomies 152
Leadership skills 2, 30–1
Leadership strategies, methods used to study 289–98
Leadership styles 24, 31
Learning organizations 24, 31, 87
Local Enterprise Companies (LECs) 102
Long range futures 43

Machine-building industry 114
Macro contingency theory research 6–8
Macro industry/competitive market research 6–8
MAGIC! (mnemonic) 99
Management by war 112–16
  usefulness of 115
Management Charter Initiative (MCI) 176, 180
Management Consultancies Association 226
Management Extension Programme 101
Management information systems 27
Management training and development 25, 101–3, 226, 228–31
  audit checklist 177–8
  framework for auditing 170–1
  philosophy for 168
  strategic framework for 169
  training 168–74
Management Update 242
Manager, role of 111
Managing change 25
Manpower planning
  auditing 188
  internal statistics needed for 192
  strategic approach to 189–93
  strategic framework 191
Manpower Services Commission 101
Market economy 150
Market followers, strategic options 115
Market growth rates 113
Market intelligence 241
Market leaders, strategic options 115
Market position 17
MBA degrees 230
Micro contingency
  models 17
  systems orientation 5–6
Micro orientation, management contingency theory 8–10
Midrange futures 43
Military strategy and business strategy 108, 110–12
Misplaced priorities 120
Modernization, progress and potential in 46
Multinational companies 26
  competitive intelligence (CI) 86–7

National Council for Vocational Qualifications (NCVQ) 103

National Vocational Qualifications (NVQs) 103
Negative case analysis 308
Network analysis 87
Networking, combination with *Feindbild* 121
New Enterprise Programme 101
New entrants, strategic options 116
New nations 47–8
New product development 15
New product strategy selection 19
Newly industrialized countries (NICs) 45
Nuclear Non-proliferation Treaty 61
Nuclear power 60
Nuclear proliferation 61
Nuclear weapons 62

Occupational Stress Indicator 261
OPEN SOURCE SOLUTIONS 85
Opportunity identification 26
Organization change
  effects of 253
  initiative for 259
  stressful effects of 250–2
Organization climate
  audit of 187
  model of 185
Organization of Petroleum Exporting Countries (OPEC) 59
Organizational/behavioural frameworks 21
Organizational culture
  and behaviour 280
  changing 270
  choice of research methods 280–7
  communicating 271
  literature review 281–2
  manifestations of 299
  qualitative measures 281–2
  qualitative methodology 275–9
  quantitative measures 281
  quantitative methodology 279
  study of formal documents 296–8
  transactional change 274
  transformative change 274
Organizational dynamics 2
Organizational dynamics 281
Organizational effectiveness, linking HR performance indicators with 215–17
Organizational environment (or framework) 2

Participant observation research technique 290
Performance change
  methods used to study 298
  quantitative methods 301
Personality variables 24–5
Personnel quality 111
Planning tools 32–3
Policy implications 104
Political ideological bipolarity 46
Population estimates 56
Population statistics 54–5
Post-industrial countries 49
Power-based transformational leadership strategies 272
Pre-industrial countries 52–3
Private sector organization, stress effects 250–2
Productivity, definition 148
Profitability, basic elements affecting 225
Project work 174
Proposal writing, basic approach 242
Psychological influences paradigm 98
Public sector organization, stress effects 252–6

Quality requirements 110–11
Questionnaire surveys 282, 283, 295

Reconceptualization process 10
Record keeping 157
Re-engineering organizations 25
Re-engineering studies 29–30
Reporting systems 110
Resistance to change 24
Resource utilization 111
Rewards 111

Sampling plan 301–5
  choice of participants 305
  sample size 303–5
  sampling frame 302
  type of sample 302–3
Scenario-based planning 28–9
Science and technology 60–1
Shrinking markets 115, 116, 119–20
Situated action 25
Situation-specific models 15
Small Business Course 101
Small firms
  failure causes 100
  failure factors 97–103
  failure rates 96–7
  picking the winners 91–106
  policy implications 104
  success factors 91–106
  success potential
    identifying at pre-start-up stage 92
    pre-start-up 97
  training and development programmes 101–3
Small Firms Lead Body 103
Society of Competitive Intelligence Professionals (SCIP) 78–9, 83
Sociological influences paradigm 98
Sociopolitical changes 57–9
Space exploration 60–1
Spy image in competitive intelligence (CI) 82
Staff attitude survey 255–6
Staff secondments 102
Statistical analysis 308
Strategic alliances 31–2
Strategic change
  case methodology 272–9
  choice of methodologies 272–9
  evaluation of methodologies, methods and techniques 309–10
  longitudinal study 269–318
  operational framework for diagnosis 286
Strategic customer management 108–9
Strategic human resource management (SHRM) 247, 249, 259, 261, 264, 265
Strategic management
  and environmental turbulence 166–8
  areas of study 27–33
  attempts at creating unified discipline 5–6
  chance and luck in 25
  definition 2–3
  evolving concept 1, 3–5
  future 26–7
  general processes 11–12
  overall perspective 1–2
  process overview 11
  range of subjects 4
  use of term 4
Strategic Management Society 3
Strategic options 108, 109
  market followers 115
  market leaders 115
  new entrants 116
Strategic planning 3, 14, 75
Strategy 107
  definition 107–10
  formulation 12–17
  implementation 14, 18–21
Stress effects 247–9
  behavioural 251
  case studies 249–56
  holistic approach to managing 259–65
  key causes 256
  management of, organizational responsibility 256–9

Stress effects (*cont.*)
private sector organization 250–2
public sector organization 252–6
Stress recognition 262
Stress-related illness 248
Stress sources 247–9
Success factors in small firms. *See* Small firms
Successful entrepreneurial activity 91–106
Succession planning
audit of 188–9
strategic approach to 186–8
Supergrowth companies 99
Superpowers 44–6
Support activities, targeting 96–7
Support agencies 97, 103
Support services 102, 157
Systems theory 21–4

Teaching materials 174
Technical information and equipment 61
Technological trends 17
Technology transfer 61
Third alternative approach 29
Third World 44, 45
Time factor 110
Total Quality Management (TQM) 259, 261, 265
Total Stress Management (TSM) 259–65
commitment to 262, 264, 265
communication structure 264
deriving maximum benefit from 265
educational focus 261–2
evaluation process 263–5
generative learning techniques 262–3
implementing 263
model 260
problem identification 260–1
problem solving 262
skill acquisition and development 263
training activities central to 264
training approach 263
Traffic control centre 22
Training Agency 101, 102
Training and Enterprise Councils (TECs) 102
Training Commission 101
Training Education and Enterprise Department 101
Training Services Agency 101
Transformational leadership 289–98
methods used to study 298
Transitioning industrial countries 50
Triangulation technique 284–5, 289, 307

Union of Independent States (UIS) 48, 52
Union of Social Democratic Republics (USDR) 48, 49, 52, 63
Union of Sovereign Republics (USR) 47–8, 52, 63, 64
United Technologies 201
US Airline Deregulation Act 1978 123

Value, definition 148
Value-added chain analysis 29

Weapons proliferation 61–2
Women owner-managers, success criteria 93–4
World 2010: A New Order of Nations 43–69